



# **Oregon's Global Opportunity 5 Year Global Strategy and Inbound Attraction Strategic Plan**

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October 2023

**CHALLENGE.  
CREATE.  
COLLABORATE.**

# 1 Introduction

Business Oregon has commissioned OCO to conduct an analysis of the state's competitiveness in attracting foreign investment and supporting domestic firms with export activities. Through this analysis, OCO has created a state-wide 5-year Global Strategy and Implementation Plan.

## 1.1 Background and Context

Oregon has a strong history of attracting foreign investment and exporting locally made products and services, which has contributed to the state's economic output. The most recent data from 2022 indicates that Oregon's GDP reached \$227.9bn in 2021, a 5.4% increase from 2020.<sup>1</sup> Since 2015, Oregon attracted 92 Foreign Direct Investment projects, which resulted in creating over 6,600 jobs.<sup>2</sup> However, Oregon has not reached its FDI potential – with the decline in project wins beginning in 2018, and a 65% decrease in number of FDI projects between 2018 and 2019. The COVID-19 pandemic presented Oregon with significant challenges to recover from the 2019 decline; although FDI wins increased slightly in 2020 and 2021, the total number of FDI projects in 2021 were half of that in 2018.<sup>3</sup>

Similar to FDI, Oregon's exports are a key contributor to the state's economy. The most recent data from 2021 shows that Oregon exported a total of \$30.57 billion of goods and services in 2019, which amounts to roughly 14% of the state's GDP.<sup>4</sup> However, in 2020 during the pandemic export values declined by 74.2%. Providing the appropriate services and support to Oregonian companies is critical to the state's growth, dependence, and innovation.

Oregon has tremendous assets, is well positioned in key future industries, and is able to attract talent from across North America, all of which will be central to success in the future. Developing an in-depth strategy will be key to recovery, and to enable success in both foreign investment attraction and supporting exports for the years to come.

This Global Strategy aims to define the most effective way to promote international trade and investment throughout Oregon, while ensuring that the needs of diverse communities across the state are addressed to reach an equitable and inclusive strategy.

## 1.2 Project Overview

The developed Global Strategy and Implementation Plan builds on Oregon's 10-year Innovation Plan, which sets the framework to create inclusive, innovation-based economic prosperity for Oregon. The objectives of this project are to:

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<sup>1</sup> <https://www.bea.gov/sites/default/files/2022-12/stgdppi3q22.pdf>

<sup>2</sup> fDi Markets 2022

<sup>3</sup> fDi Markets 2022

<sup>4</sup> US Trade Census, accessed September 2022

- Validate and prioritize Oregon's current target industries and identify high opportunity subsectors with high levels of global demand which complement the state's strengths.
- Confirm target destination markets to export Oregon-made products and services, as well as target source markets to attract foreign investors to establish a presence in the state.
- Review the state's business climate compared to peers, and identify areas which can be improved through positive actions.
- Analyze Business Oregon's current marketing strategies and propose new activities at a statewide level to effectively attract foreign investment and enhance exports.
- Conduct a review of Oregon's regional strengths, weakness, threats, and opportunities to ensure inclusivity across the strategy

In order to provide Business Oregon with a state-wide global strategy, OCO Global used a qualitative and quantitative analysis in a multi-phased approach, broken down into three main workstreams.

FDI & Export Analysis	Oregon Business Climate	Marketing Analysis
<ul style="list-style-type: none"> <li>• Creation of a dynamic excel model that covers both FDI and exports.</li> <li>• The model analyzes the trends in terms of sectors and subsectors, source markets, projects/deals, job numbers, among other indicators.</li> <li>• OCO analyzed FDI &amp; Export trends by regions within the state as well.</li> <li>• Output of this workstream sets priority targets by sector and subsectors.</li> </ul>	<ul style="list-style-type: none"> <li>• OCO undertook a quantitative and qualitative competitor analysis to identify Oregon's strengths and weaknesses compared to competing locations.</li> <li>• Additionally, this workstream undertook a regional analysis to underline Oregon's regional strengths and weaknesses in certain sectors.</li> <li>• The Output of this workstream identifies areas in which Oregon is perceived as business friendly or not business friendly and provides recommendations about how Business Oregon should focus its advocacy efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• OCO conducted an in-depth survey into Business Oregon's current marketing activities and tools used.</li> <li>• Throughout this section, Business Oregon's main marketing tools (i.e., website and social media platforms), were benchmarked against competitors and best practices globally.</li> <li>• Output of this workstream advises Business Oregon on marketing strategies moving forward geared to support foreign investment attraction and support of export activities.</li> </ul>

Although the analysis is naturally skewed towards large metropolitan areas throughout the state (Portland metro & Eugene in particular), OCO undertook an extensive regional analysis to provide a wholistic strategy. This regional approach provides a diverse and inclusive FDI & Export strategy – outlining each region's strengths and weaknesses, and how it relates to international investment and trade.

As the project developed, it became clear that a fourth key area – to consider how the **numerous actors in economic development across the state can better collaborate** to attractive more foreign investment and boost exports - needed to also be considered in depth. This is outlined in the overall strategic plan section of this document, with a

particular focus on the specific roles of each of the players throughout a company's investment or export journey.

### 1.3 Document Purpose

This report aims to provide Business Oregon, alongside the state's numerous stakeholders, with a comprehensive analysis of Oregon's strengths and weaknesses in attracting foreign investment and exporting products and services. The document's objective is to provide all stakeholders throughout the state with the relevant data and qualitative analysis required for a state-wide global strategy.

Based on the analysis, the full report provides key recommendations for Business Oregon and all stakeholders to take into consideration in order for the state to gain a competitive foothold in the global landscape.



## 2 Executive Summary

Oregon's 5-year global strategy initially aimed to examine Oregon's FDI and exports and to develop a strategy for Business Oregon to improve services and marketing, thus increasing the state's global attractiveness. However, after preliminary analysis the strategy was extended to cover the wider state and relationships between statewide operators in international economic development. OCO's approach covered three primary workstreams:

1. **FDI and Export Analysis** – Oregon's historical and current activities within exporting goods and services, as well as attracting foreign investment within the target industries.
2. **Oregon's Business Climate** – Benchmarking the state's competitiveness compared to key competitors and perception of the state's business friendliness. This also included SWOT analyses of Oregon's regions within the target industries.
3. **Marketing Analysis** – Review of how Business Oregon, and other stakeholders, market the state in terms of business attraction, as well as specific marketing activities relating to global trade and investment services offered to investors and exporters.

The result of the 5-year strategic plan provides an in-depth analysis of Oregon's historical and current foreign investment and export activities, as well as key recommendations on how to enhance the state's global activities, including:

- Priority sectors, subsectors, and target markets for trade and investment activities.
- Areas in which Business Oregon and relevant stakeholders can support in enhancing the ease of doing business throughout the state.
- How Business Oregon and relevant stakeholders can collaborate to effectively promote Oregon's business environment and services relating to supporting Oregonian companies export.
- How Business Oregon is currently structured and recommendations to refine the workflow of global services. This includes stakeholder relationships with other bodies involved in economic development throughout the state.

## 2.1 FDI and Export Workstream

### Analysis

OCO developed data models considering historic performance, global trends, and future demand to prioritize Oregon's target sectors, highlight key subsectors, pinpoint target markets, and determine priority mixes for the regions within the state. The analysis highlighted the below sectors, subsectors, and primary and secondary target markets for each sector and subsector. Rather than conducting a full supply side review, the analysis of FDI and export workstream primarily focused on the demand side (e.g., global opportunities), to align with the target industries already identified as Oregon's industrial strengths.

FDI Priority Recommendations				
Rank	Sector	Subsector	Key markets	Secondary markets
1	High Technology	Semiconductors	Canada, Japan, UK	Taiwan
		Software publishing		Israel
2	Bioscience	Biological Products	Canada, Japan, Germany	China
		Pharmaceuticals		
3	Metals and Machinery	Aerospace	Japan, UK, Canada	
		Industrial Machinery		
Export Priority Recommendations				
1	High Technology	Semiconductors (Integrated Circuits)	Canada, Japan, Israel	Vietnam, Malaysia
		Transmission Technology		UK, Germany
2	Metals and Machinery	Machinery for semiconductors	Canada, Mexico, Japan	South Korea
		Aerospace		
3	Bioscience	Biological Products	Canada, Germany, Switzerland (China)	Japan
		Medical Devices		

High Technology ranks as the top priority sector for each region throughout the state. The 2<sup>nd</sup> and 3<sup>rd</sup> priority sectors show the subtle difference between the regions in terms of their key strengths, for example Central Oregon has metals and machinery and outdoor gear as its 2<sup>nd</sup> and 3<sup>rd</sup> priority sectors, while the Columbia River Gorge area has food and drink and metals and machinery as its 2<sup>nd</sup> and 3<sup>rd</sup> priority sectors.

## Regional Analysis

In order to get a statewide view of the priority sectors and markets, OCO has prioritized the sectors within each region across Oregon. The aim of the regional analysis is to determine which sectors are the most economically important on an international level for each region, and determine where this differs from the state-wide prioritization. This will highlight which sectors are the most lucrative for international investors or export opportunities so that resources can be targeted more effectively on a regional level.

### ***Methodology***

OCO built a supply-side model to determine which sectors should be prioritized within each region, based on their respective strengths. This is as opposed to the state level analysis which was *demand side*. This analysis considered 7 sector-specific metrics and 5 non-sector-specific metrics to rank the sectors within each region, following a similar 6 step approach as the sector and market prioritization. The metrics considered in this analysis are factors foreign investors take into consideration for FDI, and factors which boost the export potential of a region within a particular sector.

The total scores of this supply-side analysis were then combined and weighted against the total scores for the statewide FDI and export demand to prioritize sectors for international trade and investment within each region. 50% weighting was given to the supply-side analysis, 25% to the FDI demand and 25% to the export demand.

### ***Analysis***

To compare sector priorities across the state, Oregon was divided into seven regions, based on the division used for Business Oregon's regional competitive advantage analyses. While most are clustered, some regions are made up of areas where the competitive advantages are aligned (i.e. the two coast areas are north and south, but combined to examine the coastal region as a whole), to avoid having an unmanageable number of regions. These regions are defined below:

Region Name	Counties Covered	Map Section
Central Oregon	Crook, Deschutes, Jefferson	8
Coast	Clatsop, Columbia, Tillamook	1
	Coos, Curry, Douglas	3
Columbia River Gorge	Hood River, Sherman, Wasco	7
Eastern Oregon	Baker, Union, Wallowa	11
	Gilliam, Grant, Harney, Malheur, Morrow, Umatilla, Wheeler	10A 10B
Greater Portland	Clackamas, Multnomah, and Washington counties	4
Southern Oregon	Jackson, Josephine	6
	Klamath, Lake	9
Willamette Valley	Benton, Lane, Lincoln, Linn	2
	Marion, Polk, Yamhill	5





## Results

Based on the data models, the top three priority sectors for both FDI and exports in each region are shown in the table below. The priority markets for these regions in both FDI and trade on a state level are also provided.

High technology, as the top priority sector for the state, ranks highest in each region. The 2<sup>nd</sup> and 3<sup>rd</sup> priority sectors show the subtle difference between the regions in terms of their key strengths, while weighting the sectors with the greatest opportunity on a global scale more favorably. This enables the economic development bodies throughout the state to prioritize resources towards the most economically beneficial sectors, while capitalizing on regional strengths.

Region	Top 3 Sectors	FDI Target Markets	Export Target Markets
Central Oregon	High Technology	Canada, Japan	Canada, Ireland
	Metals and Machinery	Japan, UK	Canada, Mexico
	Outdoor Gear	Germany, UK, Japan	Canada, China, Mexico
Coast	High Technology	Canada, Japan	Canada, Ireland
	Metals and Machinery	Japan, UK	Canada, Mexico
	Food and Beverages	Germany, Japan, Canada	Canada, China, Mexico
Columbia River Gorge	High Technology	Canada, Japan	Canada, Ireland
	Food and Beverages	Germany, Japan, Canada	Canada, China, Mexico
	Metals and Machinery	Japan, UK	Canada, Mexico
Eastern Oregon	High Technology	Canada, Japan	Canada, Ireland
	Food and Beverages	Germany, Japan, Canada	Canada, China, Mexico
	Business Services	Japan, Canada	Mexico, Singapore
Greater Portland	High Technology	Canada, Japan	Canada, Ireland
	Bioscience	Canada, Japan	Canada, China, Germany
	Business Services	Japan, Canada	Mexico, Singapore
Southern Oregon	High Technology	Canada, Japan	Canada, Ireland
	Business Services	Japan, Canada	Mexico, Singapore
	Bioscience	Canada, Japan	Canada, China, Germany
Willamette Valley	High Technology	Canada, Japan	Canada, Ireland
	Metals and Machinery	Japan, UK	Canada, Mexico
	Bioscience	Canada, Japan	Canada, China, Germany

## 2.2 Business Climate

### Analysis

OCO developed a model to compare Oregon's business climate against eight competitor locations (Arizona, California, Colorado, Idaho, Nevada, Utah, Washington and British Columbia) across 6 metrics to identify state policies which encourage or discourage international business, and advise on how the business climate could be improved.

To conduct this analysis, OCO gathered data from publicly available sources, such as states' websites, Tax Foundation, Bureau of Labor Statistics, among others. The locations were given scores (on a scale of 1 lowest – 3 highest) across various indicators based on qualitative and quantitative data. Oregon scored 4<sup>th</sup> overall, with some excellent programs in place, yet room for improvement to attract and retain investors and exporters.

	Rank	Total Score	Incentives	Labor Laws	Permits	Talent Attraction	Taxes	Policy
Colorado	1	2.3	2.2	2.4	2.0	3.0	2.3	1.8
Washington	2	2.3	2.5	2.3	2.0	2.7	2.0	2.1
Utah	2	2.3	1.8	2.5	2.4	2.7	2.3	1.9
<b>OREGON</b>	<b>4</b>	<b>2.2</b>	<b>2.4</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>1.7</b>	<b>2.4</b>
Idaho	5	2.2	2.3	2.5	2.4	2.0	2.3	1.8
Nevada	6	2.2	1.7	2.5	2.3	2.3	2.3	1.9
California	7	1.9	2.2	2.0	2.6	2.0	1.0	1.9
Arizona	8	1.9	1.7	2.0	2.0	2.0	2.0	1.8
British Columbia	9	1.8	2.4	2.0	1.8	1.5	1.8	1.3

OCO also conducted SWOT analyses, both state-wide and for each of the 7 regions. The state-wide analyses cover FDI and exports separately, while the regional SWOTs cover the business climate within each region as a whole.

## Oregon Business Climate Statewide SWOT – investors

Oregon attracts business investment with one of the best infrastructure systems in the competing region and access to low-cost, high-quality workforce. However, the state should look to address the cost of doing business through offsetting high tax rates with incentives for key industry and R&D, advocate for greater industrial land availability and policy to support the growth of priority industries, collaborate with HECC and priority industries to create skill-specific workforce development programs.

**Strengths**

**Oregon has competitive advantages in terms of local incentives, quality of life, talent attraction, and infrastructure.**

- Incentives – Enterprise Zones and Oregon Investment Advantage (OIA)
- The state easily attracts talent, at a lower cost than competitor locations
- Oregon ranks 2nd best for Infrastructure

**Weaknesses**

**However, Oregon is less attractive in terms of the cost of doing business, availability of skilled workforce and site-readiness.**

- High taxes and unattractive tax policy may deter investors
- Increasing operating costs and cost of living is making it harder to do business
- Availability of industry-specific skilled talent
- Lack of industrial land

**Opportunities**

**Oregon can work with the various state stakeholders to proactively promote investment**

- Implement industry-specific incentives to attract new companies and fuel future growth.
- Business Oregon can be the driving force for inter-state collaboration
- Business Oregon's can prioritize high opportunity sectors to attract investors with the greatest economic impact for the state

**Threats**

- Oregon's competitive advantage in workforce may not last due to the rising cost of living and the slowdown of migration inflow.
- Oregon's tax structure is widely perceived as not business friendly

## Oregon Business Climate Statewide SWOT - exporters

Oregon has a strong export offer for many industries with existing trade relationships in key markets, fast growing export industries and a diverse export economy. However, Oregon could improve its business climate for exports through marketing Business Oregon's export support services more effectively, addressing geopolitical issues and market uncertainties through in-market relationship building and specific market access workshops, working with HECC to address labor shortages in key industries, developing strong trade relationships in high opportunity markets such as the UK and Germany to increase deal-making in geographically further or more complex markets.

**Strengths**

**Oregon has competitive advantages in exporting due to strong pre-existing relationships in key markets, as well as a trend of strong growth and high export volume in a diverse range of industries.**

- Strong Trade Relationships in Key Markets
- Large and Fast-growing Export Industries
- Economic Diversification

**Weaknesses**

**Business Oregon's ability to drive export growth is limited by lack of awareness of Business Oregon's services, logistical challenges, and labor shortages.**

- Lack of Awareness of Business Oregon's Services
- Labor Shortages
- Distance to Key Export Markets

**Opportunities**

**Initiatives to provide formal support channels for trade and international business could help increase companies' ability to export.**

- New bilateral trade agreements will help increase exports to certain countries.
- Government subsidies and other support could also boost growth of key export industries in Oregon.

**Threats**

- Geopolitical tensions and trade barriers threaten the ability to export in some markets.
- Oregon is a large exporter of products whose production is likely to be heavily impacted by climate change.
- High inflation is reducing the affordability of US exports.

Each regional SWOT analysis takes all factors into consideration to provide a top-level summary. The SWOTs were segmented on a regional basis covering the same areas as the trade and investment regional analysis.

## Willamette Valley SWOT Analysis

Willamette Valley stands out with its strong industrial clusters in high technology, bioscience and agriculture, but the region's limited availability of mid-level talent and industrial spaces are deterring new businesses. Business Oregon can work with the HECC to create workforce development programmes specific to the key industries in the region, and create incentives to train staff on the job to support businesses with finding talent. Business Oregon can also advocate for changes to industrial land use policy in the region. Given that the region has a lower GDP per capita and increase in average wage rate than other regions, the opportunities for economic development available if companies can expand more easily would support growth.

### Strengths

Willamette Valley is attractive due to its strong sectoral clusters, relatively lower costs, higher education facilities, and natural resources. The region is very well connected through the I5 corridor, making this a prime location to transport goods for export.

- **Strong Clusters & Ecosystem** – high technology and bioscience, metals and machinery; well-known for agriculture – particularly wineries - making it a prime location to attract food and beverage companies
- **Lower Costs Compared to other regions in the state** - cost of living generally and electricity in McMinnville
- **Higher Education and Accelerator Programmes** - Engineering programs, such as at the University of Corvallis, the University of Oregon's Knight Campus, Oregon Nanoscience and Micro technologies Institute

### Opportunities

- **Training and workforce development programs** - to increase the availability and quality of skilled talent in certain sectors could bolster the competitiveness of companies in Willamette Valley.
- **As a fast growing ecoregion, Willamette Valley is poised for further agricultural growth** - The region can leverage the combined skill of traditional agriculture and the metals, high technology and bioscience clusters to further develop a thriving AgTech ecosystem.

### Weaknesses

Despite the region's strengths, further growth of companies within Willamette Valley is hindered by hiring difficulties and land availability.

**Availability of Talent** - low to mid-skilled engineers, and manufacturing talent  
**Land Availability** - Availability of industrial space is a major issue in some areas of region.

### Threats

- **Lobbying against further expansion of non-commercial airports may limit future industrial development.**
- **GDP per capita is low relative to the state average.**

1 OCO analysis from stakeholder consultation  
2 <https://www.opb.org/article/2020/10/05/wilsonville-candidates-fight-over-aurora-airport-and-oregons-land-use-laws/>

3 <https://www.oregon.gov/biz/Publications/BLLL.pdf>  
4 <https://www.oregon.gov/biz/Publications/Mar-Polk-Yam.pdf>

## Central Oregon SWOT Analysis

Central Oregon achieves powerful regional synergies through connections and advocacy among EDOs, businesses, and local communities, and has a strong focus on the outdoor gear industry due to its location. However, Central Oregon needs to build infrastructure and talent attraction schemes to fuel future growth. Business Oregon can support workforce development schemes through liaising with the higher education institutes in the region to focus on the skills needed by local industry such as manufacturing and sales, and work to improve connectivity to international airports through infrastructure investments or additional transport services for the region. Incentives can also be utilised for key industries to balance out the high cost of living / cost of doing business to make the location more attractive for investment and expansion.

### Strengths

Central Oregon is a strong business location due to its favorable business environment, land supply, and strengths in industries like outdoor gear and aviation.

- **Strong Business Environment, Community, and Regional EDO (EDCO)**
- **Quality of life** - Access to the outdoors and quality of life is a major driver for growth in the region.
- **Land Supply**
- **Strong Aviation Industry**

### Opportunities

- **Adding new, and improving existing, training programs in the region could help address talent shortages.**
- **Growth in services within the region has been fast, presenting opportunities to raise average wages and increase employment opportunities in the region.**

### Weaknesses

Central Oregon, suffers from weaknesses that are also persistent in other regions, including unaffordable living costs and talent gaps. Connectivity also poses as a challenge.

**Cost of Living** - Perceived high cost of living and housing prices in Central Oregon  
**Talent Gaps** - Employees of mid-level skill and knowledge levels are hard to recruit.  
**Accessibility & Connectivity** - can be difficult to access, sparse airport connectivity

### Threats

Shift from no longer having a Business Oregon representative in the EDCO office has made collaboration less efficient, and the state's regulatory environment has been impacting the region.  
Regulatory Environment creates headwinds for the region. - CAT tax has negatively impacted SMEs, similar to the rest of the state.  
No longer having Business Oregon in EDCO's office has shifted the dynamic.

1 OCO analysis from stakeholder consultation

## Greater Portland SWOT Analysis

Greater Portland is a business center with strong industrial clusters, particularly in high technology, a well-developed infrastructure system, and great connectivity to domestic and international locations, but safety concerns and high costs of living make the region less attractive. Whilst international companies view Greater Portland as lower cost than competing locations in San Francisco Bay and Seattle, Business Oregon could introduce incentives in the Hillsboro area and other areas outside of the downtown region to offset high costs and taxes and improve expansion prospects for Oregon-based exporters. Business Oregon can also work with the other local EDOs to support schemes aimed at making Portland a safer location for doing business. Business

### Strengths

The Greater Portland region scores highly in quality of life, global connectivity, cluster strength, and infrastructure.

- Quality of Life
- Availability and low cost of talent within tech industry
- Clusters – high technology, semiconductor subsector, food and drink cluster
- Infrastructure - Greater Portland has well-developed power infrastructure, with Port of Portland offering industrial land space

### Opportunities

- A more concerted effort could be made to support smaller businesses in Greater Portland.
- Certain infrastructure gaps could be filled in order to increase the ease of doing business in Greater Portland. For instance, the Port of Portland lacks infrastructure to support cold food storage.

### Weaknesses

While Greater Portland is a center of business activity, factors like safety, land availability, and costs reduce the attractiveness of the region for companies.

- Safety - Due to the high rates of homelessness in Portland, .
- Land Availability - There is a lack of industrial land and spare laboratory space in the region.
- Increasing Cost of Living for individuals

### Threats

- Safety concerns, particularly in downtown Portland, may continue to drive businesses out of downtown areas, and potentially out of the region.
- Employment in some high potential trade and investment industries, such as high technology, has grown at slower rates than the U.S. average.

<sup>1</sup> <https://www.oregon.gov/biz/Publications/Clark-Multi-Wa.pdf>

## Coast SWOT Analysis

The Coast region (encompassing counties to the North and South coast) possesses abundant natural resources to support agriculture and associated industries, which promotes a high quality of life due to the recreational activities available. The region has opportunities in offshore wind and resources in greenfield industrial land which are attractive for FDI. Business Oregon could look to capitalise on the emerging industry clean tech industry through promoting the Coast region for offshore wind, which would boost the region's economy without encroaching on land-based habitat loss which is a concern for the local population. Business Oregon could also work with the local EDO and EDD to tackle the social issues in the region to make it more business friendly.

### Strengths

The Coast region has strong natural resources, as well as competitive strengths in other industries, such as manufacturing.

- Natural Resources - forestry and agriculture support the food and beverage industry
- Manufacturing
- Quality of Life - scenic beauty, historical sites, and wide breadth of recreational activities

### Opportunities

- The Coast's location and depth of ports such as the Port of Coos Bay make it a possible location for offshore wind development, a high potential industry for FDI
- The Coast has land available for further industrial development.
- Further infrastructure investments in the area could help strengthen the region's economic base - The Port of Coos Bay's planned construction of a full-scale container terminal

### Weaknesses

Despite its competitiveness in certain sectors, the Coast region is challenged by slow economic growth and low productivity gains.

- Economic Growth - GDP per capita rank lower than average.
- Lasting Effects from COVID-19 Pandemic
- Labour shortages in agriculture

### Threats

- Homelessness is becoming an increasing prominent problem.
- Residential development is raising concerns regarding conservation and urbanisation.

<sup>1</sup> <https://www.oregon.gov/biz/Publications/Clat-Col-Till.pdf>

<sup>2</sup> <https://www.kgw.com/article/news/local/homeless/coastal-counties-left-out-homelessness-emergency-declaration/263-e3b2664a-f32c-4d56-9e40-25b696d70083>



## Columbia River Gorge SWOT Analysis

Columbia River Gorge region boasts strong connectivity to international market through its port access and has developed niche industry clusters in autonomous aerial vehicles and outdoor gear. The region's economic dependence on the food and beverage industry is highlighted as a potential threat due to its susceptibility to climate change and natural hazards. Business Oregon could work with the MCEDD to boost the high potential industries identified in OCO's analysis through incentives and marketing – high technology and metals and machinery, to further diversify the region's strengths and develop the economy. These industries could also support the development of a strong ag-tech industry.

### Strengths

Columbia River Gorge has a supportive business environment, quality infrastructure, and a high quality of life.

- **Business Environment and Clusters** – niche clusters such as autonomous aerial vehicles and surveillance, outdoor gear, Gorge Tech Alliance, strong international exports in food and beverages
- **Infrastructure** - The region boasts strong port connectivity through ports access.
- **Quality of Life** - Hood River offers high living standards due to the recreational activities

### Opportunities

- Mid-Columbia Economic Development District has prioritized workforce development for talent and business attraction.
- Columbia River Gorge could achieve synergy across state lines.
- The growth of ag and ag-tech businesses presents opportunities for job growth and bring more value to Columbia River Gorge's key industries.

### Weaknesses

While the region boasts many strengths, certain industries have lost competitiveness, and gaps in services demanded exist.

- **Declines in Certain Industries** - grocery and related product wholesalers connected to the food and beverage industry; management of companies and enterprises related to the business services industry,
- **Service Provider Gaps** - such as legal advisory providers.

### Threats

- The housing shortage could bring negative impacts to the workforce.
- The lack of industry diversification makes the Columbia River Gorge region's economy less resilient.

<sup>1</sup> <https://www.oregon.gov/biz/Publications/HR-Sher-Wasco.pdf>  
<sup>2</sup> <https://www.gorgeconomy.org/swot-analysis---asset-mapping>

## Southern Oregon SWOT Analysis

Southern Oregon's emphasis on sustainability and focus on high technology and food and beverage industries are key strengths of the region, but extreme weather events and constraints on natural resources may deter potential business investments. The region's lack of sufficient rail infrastructure inhibits the export of large goods. Business Oregon could work with the local EDO to capitalise on the sustainability resources focus in the region, such as the green energy hub, to attract FDI companies in an emerging opportunity sector for Oregon – clean tech. Couple with a focus on the high technology sector, this could increase FDI and pivot export focus to a service-based industry through clean energy and high tech R&D, which would reduce reliance on the natural resources of the region as an export commodity. Business Oregon could also look at improving the rail infrastructure connectivity for the region to improve prospects for agricultural exports.

### Strengths

Southern Oregon has an environmentally friendly region that possesses strong aptitude in sectors ranging from high tech to food and beverages.

- **Emphasis on Sustainability & Strong Timber Industry**
- **Food and Beverage Industrial strength**

### Opportunities

- Increased efforts to boost the competitiveness of Oregon's semiconductor industry may help drive employment and export gains to the region.
- Opportunity to capitalise on the rural region's sustainability emphasis to promote an emerging sector in Oregon - green energy hub and clean energy sector focus in the region

### Weaknesses

Business activity in Southern Oregon is hampered by extreme weather, strains on natural resources, as well as infrastructure gaps.

- **Extreme Weather** - wildfires and droughts
- **Strained Resources** - High water usage, coupled with susceptibility to droughts
- **Infrastructure** - Lack of rail infrastructure

### Threats

- Climate change poses a large threat to Southern Oregon
- Water availability is a major and increasing concern for Southern Oregon's residents - Water concerns are hurting agricultural growth in the region as irrigation for farmers becomes increasingly unpredictable and unreliable.

<sup>1</sup> <https://www.chipsefc.com/semiconductor-companies-in-oregon.html>

## Eastern Oregon SWOT Analysis

Eastern Oregon has a strong reputation for its agricultural products, with stakeholders claiming the environment for growing wheat and potatoes is unchallenged. However, lack of sufficient rail infrastructure creates challenges for the agricultural industry, alongside taxation for large scale production operations. Business Oregon could work with the local EDO and EDD to boost OCO's identified high potential industries in high technology and business services for the region, reducing reliance on product exports and looking to service exports to boost the region's low performing economy. Infrastructure investments in power and electricity will support service industries.

### Strengths

Eastern Oregon's strengths lie in its abundant natural resources, high quality of life, and strong growth in sectors like agriculture.

- **Availability of Natural Resources** - particularly in vegetable and wheat growing due to the nutrient rich agricultural land and climate.
- **Quality of Life** - attracts talent for those interested in sports and the outdoors

### Opportunities

- Eastern Oregon has benefited and stands to further benefit from state government support in economic development projects, with identified priority industries from these analyses offering advantages for the region
- **Power and electricity investments** are poised to help drive greater rural prosperity in the region.

### Weaknesses

Eastern Oregon is hindered by poor economic performance and infrastructure gaps.

- **Poor Infrastructure** - lack of capacity in nearby ports, insufficient temperature-controlled reefer liners
- **Below Average Economic Performance** GDP per capita and wages below the state average.

### Threats

- Tensions between driving economic activity and environment conservation are at play in Eastern Oregon.
- **The frequency and severity of droughts may increase in the future due to climate change**, which poses a threat to economic development, particularly for sectors like agriculture.

1 <https://www.oregon.gov/biz/Publications/Bak-Un-Wal.pdf>

2 <https://www.oregon.gov/biz/Publications/Gil-Gr-Ham-Mal-Mor-Um-Wh.pdf>







3 <https://www.oregon.gov/lcd/UP/Pages/EO-Economic-Development-Project.aspx>

4 [https://www.nbcrightnow.com/news/umatilla-electric-cooperative-to-receive-nearly-90m-for-eastern-or-power-grid/article\\_70cda34e-a1da-11e4-9eb5-93b13862ffc1.html](https://www.nbcrightnow.com/news/umatilla-electric-cooperative-to-receive-nearly-90m-for-eastern-or-power-grid/article_70cda34e-a1da-11e4-9eb5-93b13862ffc1.html)

## 2.3 Marketing Workstream

The marketing analysis workstream aims to consider the marketing efforts around FDI and trade, with a primary focus on Business Oregon's efforts as the state's lead organization for global economic activities. The analysis looks at Business Oregon's marketing activities, including: website, global representation and in-market presence, trade shows and outbound missions, social media and Business Oregon's video library. In parallel to this analysis, OCO analyzed Business Oregon's budget allocated to marketing activities, and provided recommendations based on three different budget scenarios.

Although Business Oregon conduct marketing activities throughout the year, it seems that marketing has been done on an ad hoc basis without clear objectives. The below table highlights the key marketing activities, and OCO's marketing recommendations.

MARKETING ACTIVITIES SUMMARY	KEY RECOMMENDATIONS FOR MARKETING
<ul style="list-style-type: none"> <li>For the 2022-2023 FY, Business Oregon planned 7 Trade Show and Trade Missions, allowing 83 Oregonian firms to participate.</li> <li>These trade missions ranged across various sectors and markets, but primarily targeted export promotion, leveraging the STEP funding.</li> <li>Business Oregon also attends SelectUSA as an investment promotion marketing activity.</li> <li>Business Oregon's website is difficult to navigate, and activities related to investment and export promotion are not user friendly.</li> <li>Given Business Oregon's budgeting line items, it was difficult to determine the allocated amount for specific marketing related to international activities, so the strategy is based on the budget provided and OCO's estimation based on experience.</li> </ul>	 <b>Capitalize on Tradeshows for recruitment staff</b> Although most of the trade missions are for export promotion, these tradeshows can also be leveraged as an opportunity for investment promotion and recruitment. Recruitment staff can join these shows and have their own agenda to attract investors.
	 <b>Proactive Direct Outreach by Recruitment staff</b> Similar to the global trade staff, the recruitment staff should have a proactive outreach strategy to target and engage foreign direct investors. Leveraging tools can support the team be effective and efficient.
	 <b>Update Website (particularly for Global Services)</b> Update the website to be more interactive / easy to navigate for potential investors and exporters. This can potentially increase engagement. If updating the entire website is too difficult, create a satellite website specifically designated for investment attraction and export promotion activities.
	 <b>Increase Activity on Social Media – within Export &amp; Investment Promotion</b> Particularly on LinkedIn, by posting/sharing success stories about how Business Oregon has supported companies, successful Oregonian companies, and recent investment into the state. Business Oregon should also consider social media marketing campaigns.
	 <b>Invest in Digital Marketing Campaigns</b> Digital advertising includes adverts on any website (not just social media); this can include sites that decision makers within Business Oregon's target industries are reading, i.e., industry digital magazines/publications, site selection site digital website, etc.
	 <b>Create Value Propositions</b> Develop value propositions for the target industries that have the highest growth potential. These can be used to create a clear pitch to attract new investors, used on the website, and leveraged at events
	 <b>Have Global Representation/ Contractors in priority markets</b> Continue to have representation in Japan and Canada, as key priority markets for both Trade and investment. Consider expanding global reach with additional representation and continuing the use of consultants in key markets to support with trade and investment promotion.

## 2.4 Recommendations

It is important for Business Oregon to ensure appropriate levels of staffing and focus on the priority markets and sectors, with clear targets driving FDI and exports to ensure the greatest economic impact for the state. The recommendations made throughout this section on FDI and exports, marketing, business climate, organizational structure, stakeholder relationships and communication combine with the end goal of boosting Oregon's international reach.

### 2.4.1 FDI and Exports

In order to boost international investment in Oregon, and promote export activity with the aim of growing a strong, innovative, internationally recognized economy, OCO recommends that Oregon prioritize key sectors and markets with the highest potential impact for the state's economic growth.

Having studied previous figures for Oregon, targets and trends for other similar sized states and larger scale economic development organizations and targets for other pieces of work, OCO recommends the below targets as a guideline for measuring performance.

*These targets should be reviewed monthly and revised annually based on performance and projections.*

#### **Target FDI Projects to Land**

The below table summarizes OCO's recommendations for targeting the number of investment projects Oregon should aim to land over the next 5 years. The recommended targets are based on the following assumptions for the following years:

- 2022: Figures for 2022 were low compared to 10-year average (11), with the highest number of projects achieved in 2018 (20). Aim to surpass 10-year average in year 2 and 2018 figures by year 3 in scenario 1. Aim to surpass 10-year average by year 3 and 2018 figures by year 5 in scenario 2.
- 2023: Increased marketing budget
- 2024: Continued marketing budget and additional human resources to meet the recommended 4 full-time employees working solely on FDI recruitment, as well as contracting with a company for in-market representation.
- 2025-2027: Continued increased marketing budget and retained 4 full-time employees working solely on FDI recruitment and contracting with in-market representation.

Scenario 1: FDI project targets assuming increased marketing budget and strategy implementation, with 4 full-time employees from year 2.

	2022	2023	2024	2025	2026	2027
Total number of projects to land	3	10	16	21	24	28
% of projects in top 3 sectors	66%	40%	50%	50%	60%	60%
High Technology	1	2	4	5	8	9
Bioscience	1	1	2	3	3	4
Metals and Machinery	0	1	2	3	3	4

Scenario 2: FDI project targets assuming increased marketing budget and strategy implementation, with 1 additional staff member in year 3.

	2022	2023	2024	2025	2026	2027
Total number of projects to land	3	8	11	15	18	21
% of projects in top 3 sectors	66%	40%	50%	50%	60%	60%
High Technology	1	1	3	4	6	7
Bioscience	1	1	1	2	3	3
Metals and Machinery	0	1	1	2	2	2

## Implementation

The marketing section of the strategy refers to the need to recruit additional staff, create sector value propositions, increase in-market representation and attending additional trade shows. Implementing these changes will increase Oregon's success in boosting international investment in the state.

Recruitment Staff Restructuring	<p>As referred to in the Business Oregon structure, OCO recommend restructuring staff to have 4 recruitment staff working solely on FDI recruitment, 3 of which with a sector focus for one of the top 3 priority sectors, and one focused on facilitation and aftercare. This will allow recruitment staff to focus on the activities which actively attract FDI, where staff currently undertake other roles such as admin.</p> <p>Recruitment team being proactive in finding and prioritizing leads for the highest opportunity sectors, with focus solely on recruitment rather than other Business Oregon tasks.</p> <ul style="list-style-type: none"> <li>- Monitoring signals through subscription databases for companies looking to invest in the west coast</li> <li>- Proactive outreach to potential companies</li> <li>- Leveraging international offices/relationships to find leads for key sectors</li> </ul>
Sector Value Propositions	As referred to in the marketing recommendations, create sector value propositions to showcase the 6 priority subsectors, identifying the key regions for each based on the regional analysis and highlighting clusters, staff, universities etc in each. This will provide potential investors with tangible benefits to consider when selecting a state in the US for expansion, and will enable recruitment staff to talk easily to investors around the priority subsectors.
Regional Staff	Regional Development Officers to be fully briefed on key sectors and have a focus on identifying opportunities to attract FDI, and deliver aftercare and retention services at a higher level for companies in the priority sectors. Currently aftercare is not a strategic process, though vital for retaining investors and helping them to grow in the state.
Regional Value Propositions	Refresh regional competitiveness assessments with value propositions showcasing the top 3 industries identified in this report including local EDO, associations, clusters etc.
In-Market Representation	Maintain Japan and Canada representation and increase focus on 3 priority sectors within the market.



	As suggested in the marketing recommendations, replicate Japan and Canada representation office in Europe (either UK or Germany) to target leads in these high potential markets for priority sectors.
Trade Shows for Recruitment	Recruitment staff attend 2-3 trade shows per sector in priority markets annually with aim of attracting investment with support of marketing.

### ***Targets for Exporter Support***

The below table summarizes OCO's recommendations for targeting the number of companies to support with export services. The recommended targets are based on the following assumptions for the following years:

- 2023: Increased marketing budget
- 2024: Continued marketing budget and an additional human resource to meet the recommended 4 full-time employees working solely on trade, as well as contracting with a company for in-market representation.
- 2025-2027: Continued marketing budget and retained 4 full-time employees working solely on trade and contracting with in-market representation.

Number of Companies Supported						
	2022	2023	2024	2025	2026	2027
<b>Total businesses supported</b>	<b>58</b>	<b>80</b>	<b>90</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Trade show exhibition</b> – STEP grants (minimum 3 per sector, within target markets)	56	72	81	90	90	90
<b>Export readiness training</b> (focused on priority sectors and markets)	-	5	8	10	10	10
<b>Business matching program</b> (focused on priority markets, with overseas rep support)	4	20	20	20	20	20
<b>Other services</b> (website internationalization, product certification)	6	8	9	10	10	10

\*NB – companies supported are likely to avail of more than one service, target totals for each activity will not equal total companies supported.

### ***Implementation***

The marketing section of the strategy refers to the need recruit at least one additional trade team member, increase in-market representation and attend additional trade shows. Implementing these changes in addition to those stated below, based on requirements discovered during stakeholder consultations, will increase Oregon's success in boosting support for exporters from the state.

In order to boost exports in the priority sectors, Business Oregon should redirect focus towards supporting companies in the sectors and priority markets:

Trade Staff Restructuring	Restructuring staff to ensure each priority sector is covered by an individual staff member, with other sectors becoming a secondary priority.
Trade Shows	Marketing priority sectors and subsectors at trade shows to showcase Oregon's products and services. Targeted trade show attendance for priority sectors in key identified markets for the sectors. <ul style="list-style-type: none"> <li>Currently 3 trade shows per year for each trade specialist, bringing 4-6 companies per show.</li> <li>Aim for 3 trade shows per year for each of priority sectors aiming to bring 8-10 companies per show, in the top 3 markets where possible.</li> </ul>
In-Market Representation	Sectoral focus for Japan and Canadian (and European) representation offices for trade. <ul style="list-style-type: none"> <li>Focus on sourcing contacts and match-making for Oregonian companies in 3 priority sectors in representation offices.</li> </ul>
Export Workshops	Workshops on key markets for Oregon exporters to boost knowledge and answer questions on processes. <ul style="list-style-type: none"> <li>Workshops to include information on regulations (i.e., FDA equivalent in target markets for bioscience), cultural differences for doing business etc.</li> </ul>
Proactive Outreach	Proactive outreach to Oregon exporters/companies operating in the key sectors to promote the benefits of exporting and support available from Business Oregon. <ul style="list-style-type: none"> <li>Information on workshops etc. passed through key sector organizations ie Gorge Tech Alliance, Technology Association of Oregon, Oregon Bioscience Association</li> </ul>

## 2.4.2 Business Climate

An appealing and supportive business climate is vital for attracting international investors, and encouraging exporters to expand, however it is most important for business retention, to ensure companies maintain their base in the state of Oregon. While marketing clusters, high profile companies and proximity to key markets are draws to pull companies in, the business climate must be supportive and comparable to competitor states and regions to ensure companies remain in Oregon.

Oregon scores fairly in the business climate analysis compared to competitor regions, ranking 4<sup>th</sup> of a possible 9. However, stakeholder interviews and analysis of Oregon's offerings compared with other states highlighted areas which should be addressed to ensure long term investment attraction, export boosting and business retention.

OCO has identified 5 areas where Business Oregon can focus efforts for improvement to enhance the business climate perception.

1. Cost of Doing Business – Address Tax Environment
2. Attractiveness for Investors and Exporters – Create Incentives
3. Labor Availability – Develop Workforce Training
4. Land Availability – Address Industrial Land Availability and Readiness
5. Overall Perception of Oregon

## 2.4.3 Marketing

Having a defined marketing strategy is extremely important for economic development organizations. Not only do the marketing activities conducted by EDOs market their own services, but they market the location (state, region, city, etc.) as a place to do business.

Although Business Oregon conduct marketing activities throughout the year, it seems that marketing has been done on an ad hoc basis without clear objectives. The recommendations outlined throughout this section have the aim of providing Business Oregon with the roadmap required to implement a clear marketing strategy, while setting realistic goals.

It is recommended that Business Oregon focuses on seven key activities to promote exports and business foreign investment:

1. Website
2. Outbound Missions / Trade shows
3. Social Media
4. In-Market Presence / Global Representation / Consultant Lead Generation
5. Digital Campaigns
6. Direct Outreach
7. Value Proposition Development

#### 2.4.4 Business Oregon Structure and Services

##### ***Structure Analysis***

OCO examined Business Oregon's structure in relation to international activities, and provide clear recommendations on how Business Oregon's organizational structure should evolve so that it is well placed to capture international trade and investment opportunities. The Global Trade Team currently has three Global Trade Specialists, each handling multiple sectors, and one Global Trade Administrative Assistant to administer STEP grants. The Recruitment Team at Business Oregon currently has only two recruitment officers. This number is considerably lower than that of competitor states, like Washington, which typically have five to six recruitment officers. OCO have proposed additional roles and restructuring of roles to cover the tasks involved in international activities more effectively.

##### ***Service Provision Analysis***

OCO reviewed the FDI and export services offered by the 8 competitor locations' EDOs and utilized stakeholder interviews to determine what services were widely offered, and what services would be beneficial to the state. The analysis made it clear that while Oregon offers a range of services for both FDI investors and exporters, there were some gaps in service provision, and companies were not fully aware of what Business Oregon, or other organizations, could offer. OCO made clear recommendations for improvements to service provision and a suite of services to offer.

Investor support services

Service Activity	Recommended Enhancement
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Information Provision	<ul style="list-style-type: none"> <li>- Improve visibility of demographic smart infographic tool and use in initial conversations with investors</li> <li>- Refresh regional competitive analyses and ensure essential data included</li> <li>- Refresh and update info on target industries</li> <li>- Provide bespoke sector-specific information packs including market research to potential investors</li> </ul>
Location Selection	<ul style="list-style-type: none"> <li>- Enhance scope of site selection and include a structured site visitation service</li> </ul>
Licensing & Permitting Assistance	<ul style="list-style-type: none"> <li>- Add permit assistance as a service Or</li> <li>- Dedicated page on website and develop guides outlining the process, and ensure investors are introduced to the relevant body in Oregon as a standard part of the investor journey</li> </ul>
Early-stage support Workforce development	<ul style="list-style-type: none"> <li>- Incorporate introduction to workforce development boards and HE to as a standard part of the investor journey after landing</li> <li>- Work with these organizations to develop tailored training programs and skill-matching services for priority industries</li> </ul>
Key account prioritization Innovation support	<ul style="list-style-type: none"> <li>- Create dedicated innovation support for inward investors and priority industries alongside I&amp;E team</li> </ul>

## Exporter support services

Service Activity	Recommended Enhancement
Information Provision	<ul style="list-style-type: none"> <li>- Improve visibility of demographic smart infographic tool and use in conversations</li> <li>- Refresh regional competitive analyses and ensure essential data included</li> <li>- Refresh and update info on target industries</li> <li>- Provide bespoke sector-specific information packs to potential investors</li> </ul>
Location Selection	<ul style="list-style-type: none"> <li>- Enhance scope of site selection and include a structured site visitation service</li> </ul>
Licensing & Permitting Assistance	<ul style="list-style-type: none"> <li>- Add permit assistance as a service Or</li> <li>- Dedicated page on website and develop guides outlining the process, and ensure investors are introduced to the relevant body in Oregon as a standard part of the investor journey</li> </ul>
Early-stage support Workforce development	<ul style="list-style-type: none"> <li>- Incorporate introduction to workforce development boards and HE to as a standard part of the investor journey after landing</li> <li>- Work with these organizations to develop tailored training programs and skill-matching services for priority industries</li> </ul>
Key account prioritization Innovation support	<ul style="list-style-type: none"> <li>- Create dedicated innovation support for inward investors and priority industries alongside I&amp;E team</li> </ul>

## Stakeholder Relationships

### Analysis

To ensure successful investment and export promotion for Oregon as a whole, it is important to establish strategic relationships between Business Oregon and the

organizations involved in economic development throughout the state. Throughout OCO's stakeholder interviews, it was clear that some roles within the trade and investment processes were duplicated, while some vital areas of support such as strategic retention services were not covered. This causes confusion for exporters and investors regarding whom they should be in contact with and may cause some companies to fall through the gaps. In order to deliver the best possible service to ensure investment and exports grow for Oregon, stakeholders should have clear roles for each stage of the investment and trade journey.



### 3 Stakeholder Recognition

The following companies, stakeholders and personnel made this strategy possible by volunteering their time, experience and expertise to OCO consultants throughout the development process.

Business Oregon Commission	
Kanth Gopalpur	
Jessica Gomez	
Paula Hayes	
Tom Insko	
Raymond C. Cheung	
Keith Leavitt	
Kelley Minty	
Janelle Bynum	
Advisory Committee	
Rose Braden	Softwood Export Council
Paula Hays	Hue Noir (Biz OR Commission Member)
Kellie Holloway	US Commercial Service, Department of Commerce, International Trade Administration
Keith Leavitt	Port of Portland (Biz OR Commission Member)
Lisa Mittelsdorf	Port of Morrow
Yayoi Yamamoto	PDX Coordinator
Shiau Yen Chin-Dennis	K&L Gates
Petra Hackworth	Travel Oregon
Jess Paulson	Oregon Department of Agriculture
Academia	
Josh Bruce	University of Oregon, Institute for Policy Research and Engagement
Ian McDonald	Oregon State University, Tallwood Design Institute
Government	
Margaret Barber	International Oregon Port of Coos Bay

Associations	
Amanda Hoey	Oregon Wheat Commission
Jessica Metta	Oregon Economic Development District Association
Skip Newberry	Technology Association of Oregon
Economic Development Districts	
McRae Carmichael	Mid-Willamette Valley Council of Governments
Monique Claiborne, Brent Marchant	Greater Portland Inc.
Jessica Metta	Mid-Columbia Economic Development District
Economic Development Organizations	
Erik Andersson	SEDCOR
Randy Cox	Klamath County Economic Development Association
Pam Neal, Andy Reed	Prosper Portland
Jon Stark	EDCO
FDI and Trade Companies	
Vern Bagley	Sam Medical
Brent Baglien	Lamb Weston
Michael Barthmus	Sivetz Roasting Machines
Kyle Burdick, Dennis Bell, Ronald Gustin	Meduri Farms
Ray Cotton	Fix and Zip
Kyle Cummings, Todd Sherrell	Bird Gard
Greg Davis	Overwatch Imaging
Eric Geyer	Roseburg Forest Products
Andrew Grenville	Inpria
Lance Gillies	Earth Cruiser Overland Vehicles
Jessica Gomez	Rogue Valley Microdevices , Biz OR Commissioner
Skylar Hall	AIMCO Global
Joshua Hamilton, JJ Park, Anthony Flor	NAU

Chris Harris, Heather Sorenson	Northwest AUV
Rian Johnson	Van's Aircraft
Dr. Paul King	Ampere Scientific
Whitney LaRuffa	Six Moon Designs
Blake Lyman	Jaguar/Land Rover
Steve Lynch	Pro-Cure
Calvin Mann	Vocal Booth
Pam Martin	Oregon's Wild Harvest
Andy Mills	Kawak Aviation
Marcus Neiman	Nieman Enterprise
Amy Nguyen	Dragonberry Produce
Brian Nicholson	Composite Approach
Toby Rampy, Nick Liebrecht, Greg Lyons, Nathan Neckels	Western Shelter Systems
Brian Souza, Brian Lewallen, Khanh Tran	Schnitzer Steel
Marcus Straw	AP Tech
Susan Strible, Yong Joen, Dove Gibson	Ruffwear
Mark Weisensee	Open Road Transportation, Inc.
Kim Wilmes	Metal Innovations, Inc.
Smriti Zaneveld	Lazarus 3D